



**US Army Corps  
of Engineers**

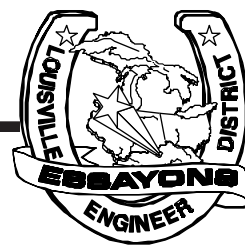
Louisville District

# Falls City Engineer

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## Louisville first Corps District to announce ISO registration

**by Geri Cozine**  
*Public Affairs Office*

Louisville District's Engineering Division, just twelve months after initiating procedures for ISO registration, is the first Corps entity to obtain ISO 9000 Registration. Products or services purchased from ISO 9000 registered companies guarantee consistent quality standards have been met.

"Our customers expect and deserve services that meet and exceed their needs," said Joe Keith, assistant chief of Engineering and the person in charge of the registration process.

"Going through this process showed us that although we thought we were producing quality products, we had room for improvement. Over the last twelve months we've studied our procedures and conformed them to ISO standards. This process assures our customers that we have a quality system in place and it's being followed by everyone on the team. Even a new employee can quickly get up to speed with this system of documented practices."

ISO 9000 is a collection of quality standards that help organizations define, establish and maintain effective quality systems. ISO is a Greek word meaning equalization. ISO 9000, developed by



Public Affairs Office

## Home of the Screaming Eagles

**Soldiers train at the Air Assault School at Fort Campbell, Ky. Soldiers practice jumping from grounded model helicopters and rappelling from the wall. For a review of Louisville District projects at Fort Campbell, Home of the Screaming Eagles, see page 4.**

an international consortium of quality experts, has replaced the quality system standards of more than 100 countries around the globe. ISO 9000 received the endorsement of the European Economic Community when its standards were accepted verbatim.

The Louisville office sought reg-

istration under the ISO 9001 model for design, development, production, installation and servicing. Ed East, HQ proponent for ISO 9000, provided invaluable technical assistance through Logistics Management Institute and their subcontractor, Victoria Group.

**See ISO, page 14**

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## Commander's Comments

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### Flood, blackout, spring cleaning items of interest

by **Col. Harry Spear**  
*District Engineer*

#### Winter Flood 1997

I would like to thank those involved from the Louisville District Team for their outstanding support and effort during the recent flooding. This was an extremely challenging and fast-breaking emergency. Everyone responded in an outstanding manner and we were able to quickly marshal the necessary support to help the people that were in need.

This episode was yet another example of the superb people that make the Louisville District Team. As we work to "close out" this emergency and return to our normal operating routine, we must capture the lessons learned from this episode and strive to quickly provide the follow-on assistance that many of the communities will require.

#### CEFMS "Blackout"

We have recently emerged from CEFMS "BLACKOUT" and we are struggling with the system as we realize that it is now "embedded" in all aspects of our daily routine.

I am convinced that this system is the "full disclosure" accounting system that we have needed for several years. Not accounting in the total resource management sense, but, accounting in the leadership sense. This tool will provide the Louisville District leadership the needed analysis capability to make the "hard and tough" decisions that are necessary on a daily basis.

Previously, we had delays in our decision cycle that impacted on our ability to make timely decisions regarding fiscal policy. Today, as we go through the final

phase of our implementation plan, we need to take the time to learn how to use this valuable tool and begin to look within each respective organization toward what level we want to move in the coming year.

#### Spring cleaning and property accountability

Now is the time to survey the condition of your area of responsibility and take the appropriate action to remove the clutter that often "builds up" over the winter months. This is particularly true at our "field sites"—both opera-

tions and construction. I would ask that everyone take the time to inspect all areas under their control.

Also, take the appropriate hand receipt action to turn-in or pick up any property not identified on your hand receipt. It is a challenge to the management and leadership of Louisville District to follow through on these types of actions.

I intend to make these two areas—site cleanliness and property accountability—of special interest during my visits to the field this spring and summer. Take the appropriate action now, prior to my visit.



Norman Atkins

### Salyersville groundbreaking

Rep. Hal Rogers, District Commander Col. Harry Spear and Sue Mortimer from the State Flood Control Board, participate in the Salyersville, Ky., groundbreaking ceremony March 7. The project consists of two channel cut-throughs, two highway bridges, a diversion dike with two concrete pipes to maintain low flows in the existing channel, two spoil areas and the widening of approximately 4,000 feet of channel between the cut-throughs. Project cost is approximately \$9.5 million. Linda Murphy is the project manager.

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## Viewpoint

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### Learning, business management, fun mix with CEFMS

by Pam Dolan

*Locks and Dam 1, Green River*

It is time for all of us to stick together and bridge the gap between paper and pencil and the information highway of automation. Corps of Engineers Financial Management System is rapidly becoming a reality.

Almost 99 percent of the Louisville District personnel have been instructed in on-line business management. That is what CEFMS is all about: managing our business. CEFMS is intended to increase the efficiency of personnel. This electronic business management system simplifies the management of all aspects of the Corps business including civil, military, revolving fund and reimbursable.

I attended the administrative track of CEFMS training from Feb. 10 through 14 along with several navigation project assistants and a few others from various CEORL divisions. Theresa Hutchens, Linda Jordan, and Linda Martin trained this group. Their efforts were greatly appreciated. These instructors obtained a wide variety of answers to the unique questions from those of us in the field.

The general consensus of this diverse group was that CEFMS will be beneficial to personnel once on line and fully understood. It is of the utmost importance that all personnel that have responsibilities on the CEFMS network realize their duties and accomplish their tasks in a timely manner. This will help the chain to accomplish its mission and make the Corps of Engineers more efficient. Most of the personnel in this administrative track of this training were impressed with its function but have reservations as to its efficiency and reliability. Once a

document is forwarded up the signature chain, the payment process should be expedited and make our district more efficient.

While at this training, everyone in our class was invited to a buffet dinner at Lana Rothrock's home. Lana, from Operations Division, Lock and Dam Project Office, went to a great effort to make all field and district office personnel in attendance feel more than welcome and a part of the Corps of Engineers family.

It is possible to mix business with pleasure and accomplish a lot of learning into a short period of time. The problem that several field office personnel realize is that we do not have hands on practice available for learning with the leadership/instructors readily available.

We are a unique group and we will accomplish the mission with the quality of excellence that has become part of the field office history for the Louisville District.

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## Olmsted

### Quick response brings awards of Medallions of Excellence

by Public Affairs Office

Contractors at the Olmsted Project received certificates and Medallions of Excellence for their quick response after the March flood to get equipment reinstalled and to begin unwatering the cofferdam.



Rick Schipp, Corps resident engineer, and Tom Mantel, project manager for Atkinson, Dillingham and Lane, presented the awards April 10 at a partnering meeting. Representatives receiving the certificates and District coins were from J&W Walters Co., Jensen Drilling Co., and ADL's Ken

Malkemez, dewatering engineer, and Wayne Gilliam, electrical superintendent. According to Schipp, the awards were a venture between the Corps and ADL.

The contractor filled the cofferdam in March as a protective measure during the Ohio River Valley flooding. The unwatering will take approximately 45 days.

#### Address change

A 9-1-1 emergency system is being established in Pulaski County, and a new address has been assigned to the Olmsted office.

U.S. Army Engineer District, Louisville  
Olmsted Resident Office  
0567 New Dam Road  
Olmsted, IL 62970



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# The Screaming Eagles

Fort Campbell Area Office employees gave a tour to the Public Affairs Office of Corps of Engineers projects at the base.

Fort Campbell, located on the borders of Kentucky and Tennessee, has several projects under construction and some that just

finished. The Louisville District is heavily involved in improving the quality of life for the soldiers at the base.

Some projects improve training facilities while other projects improve the living quarters for soldiers.



The entrance gate at Fort Campbell welcomes visitors to the home of the 101st Airborne Division(Air Assault). The base is also home to several Corps designed and constructed projects.



Chuck Parrish, district historian, talks with Skip Johnson, construction representative, at the school.

**Photographs by the  
Public Affairs Office**



A new Fort Campbell elementary school is under construction. This section shows the gymnasium area, which also serves as the auditorium.



**Construction continues at the Aviation Brigade Barracks Complex. Below, Amenities include bike racks.**



**A construction employee aligns duct work.**

### **Family Housing Whole Neighborhood Revitalization, Phase I**

Construction started in September 1994 and completed in December 1996 at a cost of over \$10 million.

The project increases square footage, redesigns kitchens, adds family and laundry rooms, replaces windows and floors and upgrades plumbing and electrical for 135 existing quarters. This is the first of three phases.

### **Elementary School**

Construction is expected to be completed for August 1997. Cost of the project is expected to be over \$9 million.

The project is a new 80,000 square-foot school for approximately 700 students. It will have art, music and special education classrooms and labs for computers, science and foreign language. The school also will have a gymnasium, administrative area, kitchen and cafeteria.

### **Education Center, Phase I**

Construction started in September 1995 and is 65 percent complete. Cost is estimated at over \$9 million.

The center will have 50 classrooms with laboratories for computer science, biology, chemistry, physics, geology and languages. It will also offer a learning center/library. This is part of a two-phase project.

# The Screaming Eagles



Corps employees and contractors look at drawings of the Education Center during a tour of the facility.

## Aviation Brigade Barracks Complex, Phase I

Construction started in March 1994 with occupancy in October 1996. Cost is expected to be \$54 million for the two phases of the project.

The project constructed a portion of a new barracks complex for 720 soldiers.



These Air Assault soldiers await orders prior to their drill. Soldiers are the end users of the buildings the Corps designs or constructs at the base.

## Campbell Army Airfield

Construction began in November 1994 and was completed in December 1996 at a cost of over \$4 million.

The project included construction of a 5,500 square-foot flight operations building, a flight control tower, a new fuel truck offloading facility, and two new 8-inch fuel supply lines.

## Fort Campbell Staff

Christopher Alvey  
Bob Brittle  
Teresa Bryant  
Donald Crain  
Ernest Drott  
George Ellis  
Dave Gilligan  
Miguel Gonzales  
John Harnage  
Kenneth Haywood  
William Hileman  
Joe Hodge  
Charles Leitner  
Alva Johnson  
William Johnson  
Charles McCrary  
William Moser  
Bruce Nelson  
Julie Robinson  
Beverly Sweet  
John Tabor  
Peggy Todd  
Roy Tyler  
Jerry Wade



**The Corps has built playgrounds within housing communities on the base. Families have play areas which provide convenient, safe and well-maintained playgrounds just steps from their homes.**



**Brian Moser, project engineer, talks about the projects at Fort Campbell.**



**The Education Building will house the library and reference areas for soldiers and their families to use. The building will house classrooms sponsored by colleges so soldiers can continue their education although they may not be near the college campuses.**



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# 2.2 million visitors can't be wrong

**Photographs by Public Affairs Office**

Nolin River Lake has a great number of visitors each recreation season. What does the Corps lake have to offer? The Public Affairs Office toured the lake to see the campsites, playgrounds and beauty of the land. The tour showed office members what is available to the annual two million visitors.

The lake is rated number one for walleye fishing in Kentucky and also is highly rated for rainbow trout fishing in the tailwater area according to park rangers. Campsites such as Moutadier with 167 sites, offer views of the lake and a park attendant on site 24 hours per day.



**Dismal Rock is a scenic area at Nolin River Lake. A bridge over the crack on this ledge helps those daring to cross.**



**This Corps-constructed playground has rubber matting underneath the equipment to protect children as they play. The campsites offer lake views and outdoor activities.**





The honor box at the launch ramp directs ramp users on how to pay the \$2 user fee.



Clarence Purcell explains the motor recesses in the Nolin River Lake control tower.



Rex Hurt points to Dismal Rock.

### Nolin River Lake Staff

Clarence Purcell	Park Manager
Linda Clark	Office Administrator
Kelli Hurt	Automation Clerk
Rex Hurt	Park Ranger
Roberta McKeegan	Park Ranger
Curtis Martin	Park Ranger
Dwight Wilson	Seasonal Park Ranger
James Smith	Maint. Mechanic Leader
Billy Massey	Maintenance Mechanic
Gregory Bayes	Maintenance Worker
Arthur Priddy	Laborer



Linda Clark serves as the office administrator.

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## People

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### Congratulations

Pat Haas, resident engineer at Scott Air Force Base, has received the Civil Engineering Project Manager of the Year Award in the Construction Category.

He had been nominated and selected for the AMC Award in this category earlier and AMC submitted his nomination for the Air Force-wide award.

According to George Jageman, chief, Construction Division, "This prestigious recognition by one of our most demanding customers reflects greatly on Pat's hard work to satisfy this customer. This award also represents recognition of a lot of solid teamwork by the entire Louisville District team, that allowed AMC to win at this level in their organization."



Scott Resident Office

Pat Haas

### Engineer named director

Frank Fowler has been named the director of the over 500-member Kentucky Association of Professional Surveyors. He is returning to this position after a

sabbatical. He has also served as chairman in KAPS.

"As a director, I'll be serving on several committees. One of the committees will be the Ethics and Professional Practices Committee," Fowler said. KAPS members will meet about every two months at various locations throughout the Commonwealth.

KAPS's objectives include promoting high standards of professional ethics, providing a forum for interchanging ideas and information, promoting cooperation among professional societies, and advancing the study of surveying and the education of surveyors.

Fowler is a Professional Land Surveyor and is a civil engineer technician in Engineering Management Branch.

**Continued on page 11**

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## Total Quality Performance

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# Total Quality: What does the future hold?

### Extracted from 'The Public Sector Network', ASQC

Look around government and you will find very few agencies that are not involved at some level in quality improvement efforts. Agency mission and vision statements ring with phrases extolling commitment to customer service and quality. Quality teams are widespread, educational opportunities abound and community quality organizations are springing up throughout the country.

But, after all these worthwhile efforts, have our customers' views of our service quality in our work taken a dramatic upturn? I think not. In some instances, we have yet to define who our customers are, especially those internally.

So, has Total Quality Management been a failure because it did

not prove to be the panacea that some touted it to be? Absolutely not, because it has been a powerful catalyst for change. It has served as a wake-up call and given top management an understanding of what must be done.

We need to move from the original concept of TQP to a souped-up and supercharged version that incorporates the valuable concepts and insights of the original as well as new learnings. We need to become better, faster and cheaper at becoming better, faster and cheaper.

What will this animal look like? We do not yet have a clear picture, but some of the elements are becoming apparent. We must find a more inclusive way to set the long-term agenda. We must set measurable goals for department and unit performance. We must plan

and execute those plans effectively. We must adopt new ways to deliver services that meet or exceed customer expectations. We must continuously measure our performance and eliminate or reengineer our processes when we see it is incapable of meeting customer expectations. We must report our accomplishments as well as our failures with energy and enthusiasm, and we should celebrate our many successes and contributions. And above all, we must turn our energies to doing all of the above better, faster and cheaper.

If this sounds familiar, it should. It is simply an update of the Deming or Shewhart cycle that establishes a process of select-assess-plan-do-check-act.

In other words, quality management is simply in the process of moving to version 6.0.

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# People

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## Continued from page 10 Condolences

Buckhorn Lake caretaker for a campground, Odell Vermillion, 71, died late February with funeral in Whitesburg, Ky. Odell and Judith Vermillion were featured in a Falls City Engineer last fall.

## Retirements

Retirements from January through March included Claude Alderson, Newburgh Locks and Dam; Anna Bartley, Procurement Branch; Shirley Craig, Operations Division; John Harnage, Ft. Campbell Area Office; Virginia Hill, Miami River Project Office; Dixie Napier, Buckhorn Lake; Eldra Reeves, PPMD; and Imogene Stewart, Green River Project Office.

## Welcome

We welcome Rosemary Gilbertson, Stacey Groves, Michael Shannonhouse, and Michael Thurman to Engineering Division; Ernest Drott, William Johnson, and Jan Sorensen to Ft. Campbell Area Office; and Ruthy Ann Kiernan to Green River Project Office.

Damon Barati and Joseph Forman joined Information Management and Christopher Everman started work at the Fort Knox Area Office.

Gary Dalton and Earl Wilson started work at the Locks and Dams Project Office. Joseph Priddy joined LMO and Janie Gunn joined the team in Office of Counsel.

The Olmsted Resident Office staff welcomes Boyd Batton, Harlen Huffman, and Beth Obergfell. Operations Division welcomes Carolyn Albright, Amy Babey, Stevenson Perkins, Richard Williams, while the Opera-

tions Group welcomes David Tipton.

Shanda Pace joins Planning Division and Cindy Pierce comes aboard PPMD. Grant Hampel joins Wright-Patterson Area Office.

## Promotions

Colwell Green was promoted to maintenance worker and Valerya Hyrne as a student trainee in computer science at Buckhorn Lake.

Ernest Drott was promoted to supervisory civil engineer and Alva Johnson to construction representative at Ft. Campbell Resident Office.

Sally Kaltman was promoted to hydrologic technician and Diana Lewis to a procurement technician in Construction Division.

Debra Dickson was promoted to a student trainee in engineering; Rosemary Gilbertson, supervisory environmental engineer; and Joseph Hagan as a student trainee in engineering in Engineering Division.

At Fort Knox Area Office, Connie Parks has been promoted to a civil

engineering technician and Mary Puckett, a construction management specialist.

Michael Gordon was promoted to support services specialist in Logistics Management Office and Kelly Gardner, a lock and dam operator, at McAlpine.

Michael Wigger, was promoted to a student trainee in engineering at Olmsted Resident Office and Michael Brown, a program analysis officer, and Glenn Davidson, a small craft operator, in Operations Division.

Janiece French was promoted to public affairs assistant in Public Affairs Office; Gayle Krauth, a financial assistant in Resource Management; and Patsy Hitpas, a secretary at Scott Resident Office.

Thad Lee was promoted to an equal employment specialist and Gary Stevens, an electrical engineer, at the U.S. Army CIVPERCEN.

Kerry Kennedy was promoted to an environmental engineer and Brian Schrand, a student trainee, engineering technician, at Wright-Patterson Air Force Base Office.



Justine Dodge

Barbara Dues, at left, and Shirley Craig muse over items at the Black History ceremony in the Blue Boar Cafeteria Feb. 26. Craig has since retired from Operations and Readiness Division.



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## Construction

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### Corps project wins prestigious partnering award

by Public Affairs Office

The District and a Detroit Project Office contractor, Mosser Construction, Inc., won the Marvin M. Black Excellence in Partnering Award March 6 in Washington, D.C.

The award, given by the Associated General Contractors of America, recognizes the "Best of the best" in partnering to promote projects that emphasize the basic principle of partnering including equity, trust, mutual goals, objectives and continuous evaluation.

The award identifies Mosser Construction for their excellence in partnering for the U.S. Army



Gary Smith, Army Reserves

**Partnering efforts won the Reserve Center in Toledo, Ohio, the Marvin M. Black Excellence in Partnering Award.**

Reserve Center in Toledo, Ohio. This \$10 million project boasts of a perfect safety record with over 125,000 safe hours spanning 20 months of construction. Nearly

\$500,000 in project revisions were "completed without an adversarial moment" according to Corps Project Engineer, Joanne Gray.

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## Retiree Roundup

### Human Resources Office accepting nominations for Gallery of Distinguished Civilian Employees

by JoAnne Doerhoefer  
*Human Resources Office*

Plans are underway for the Distinguished Employee Selection Committee to induct new honorees into the "Gallery of Distinguished Civilian Employees" in conjunction with the annual Retiree Homecoming activities on June 5.

Nominees must possess the following qualifications:

- \* Civilian employee who is retired or deceased and has rendered distinguished and exceptional service to the Corps of Engineers.
- \* Accomplishment of duties that were clearly exceptional and pre-eminent among all who have performed like or similar duties.

\* Performed loyally and faithfully throughout their period of service.

**Nomination format:** Nominations should be submitted in letter or memo format containing the following:

- \* Name of nominee
- \* Position title, series and grade (at time of retirement/death)
- \* Organization and location
- \* A description of the nominee's specific contributions as measured by the criteria listed above

If you know of someone that you feel merits such recognition and would like that person to be considered as a nominee, submit your nomination(s) through a division/office chief (preferably the office where the nominee was last em-

ployed) not later than April 30.

For further information, contact the Human Resources Office, Workforce Effectiveness Team, 582-5683 or 582-5686.

#### Have you received your invitation for June 5?

Invitations for the Retiree Reception scheduled for June 5 are in the mail. If you do not receive an invitation by the middle of May and would like to attend, contact Cheryl Hughes at 582-5711 and the information will be sent to you.



## One way a CFC agency can help

by **Ralph Walz**  
*Executive Liaison Officer*

The Federal Employee Education and Assistance Fund is a Combined Federal Campaign sponsored agency that provides federal employees and their families with scholarships, student loans and emergency assistance.

Civilian federal employees and their dependents are eligible for merit scholarships of \$300 to \$2,000 depending on the amount of CFC contributions generated in the region during the previous year.

College students with a 3.0 or better GPA on a 4-point scale and high school seniors with high ACT, SAT or other entrance scores are eligible.

For an application, see Linda Fields or Carol Thompson in the Executive Office. Applications must be post-marked by May 30.

## Equal Employment Opportunities

### "No excuse for violence"

by **Thad Lee**  
*EEO Office*

In May 1995, the District established the Violence in the Workplace Crisis Intervention Plan. The District Engineer Col. Harry Spear endorsed the plan and issued a letter that spells out the policy and the procedures concerning violence in the workplace. This letter is located on the LAN in CC:Mail under the Official Bulletin Board.

This plan begins with a policy statement which reads: "Any form or manner of threatening acts, remarks or gestures in the workplace is unacceptable. There is no excuse for, and there will be no tolerance for violence or threats of violence by anyone at any level of the Louisville District. All violent incidents and threats will be thoroughly investigated. Those employees who engage in this type of unacceptable behavior will be subject to appropriate disciplinary action."

Because Col. Spear wants to emphasize that violence in the work-

place is unacceptable in any form, there is a role that the supervisors and the employees must play. The experts agree that two key elements can prevent a potentially violent employee from escalating to the action level. These elements are recognizing the early warnings and quickly intervening to assist the employee.

### "All violent incidents and threats will be thoroughly investigated."

In identifying violent behavior, pay attention to these signs: verbal threats, intimidating behavior, bizarre thoughts/paranoid behavior, obsessions, recent marked performance decline, stress in the employee's personal life, and substance abuse. Col. Spear has restated that all violent incidents and threats will be thoroughly investigated.

The Crisis Intervention Team consists of the deputy commander, district security officer, supervisor/manager (the affected workgroup), EAP representative, division/office chief (or designee), management/employee relations specialist and labor organization representative with advisory help from the Equal Employment Opportunity Office and the Safety and Occupational Health Office representatives. This team will review all incidents and take the appropriate disciplinary action.

The diversity of the team shows this is a total district effort and it will take a total team effort from both employees and management to keep our work place violence free.

## Funnybone



## Engineering gains ISO registration

Continued from front page

Louisville District had to comply with 20 elements under ISO 9001 to become registered. Elements included management responsibility; design control; contract review; process control; inspection and testing; and internal quality audits. The elements do not specify how an organization's processes happen, but help the organization define appropriate quality standards, how processes are documented, and assures the organizations consistently adheres to both. Compliance ensures optimal quality assurance which leads to lower costs, greater customer satisfaction, and higher profits.

Last October the Corps went through a preliminary audit of procedures put in place since beginning the registration process. Several deficiencies in the ISO procedures were discovered. Action was taken to correct and ensure future compliance in those areas. The final audit was performed in mid-February and the Corps received a Certificate of Registration in April. ISO requires

### What was required?

Engineering Division has installed a quality system that documents what Engineering Division does and ensures that what is documented, is done.

This system contains a quality manual describing quality policies, engineering quality procedures of our business, work instructions, Engineering Regulations, Standard Operating Procedures, specifications, etc., and Records/Proof.

periodic follow-up audits to ensure practices continue to be followed.

According to Phil Hasselwander, chief of Engineering, ISO provides the basis for the corps to move forward with continuous improvement in the quality of their products. "Registration isn't mandatory, but there were too many advantages for us not to look into it. It really just outlines good business practices and demonstrates to our customers our commitment to quality."

## Calendar

### April

**19**

Louisville District booth at Thunder Over Louisville  
Oklahoma City Bombing second anniversary

**24**

Take Our Daughters and Sons to Work

### May

**9**

Uniontown Locks and Dam Renaming Ceremony

**11**

Mother's Day

**17**

Armed Forces Day

**26**

Memorial Day

**28**

Federal Fitness Day

## Fire damages shop barge at Louisville Repair Station

An early morning fire on Louisville Repair Station Shop Barge LD 707 caused substantial damages Feb. 20.

Workers at the Louisville Repair Station noticed flames from one of the offices and the top of the flue on the Shop Barge. Louisville Fire Department responded and put out the fire. Damage was isolated to the second floor. The fire substantially damaged the superintendent and project engineer offices. The adjacent office sustained minor damage and the rest of the floor had minimal damage from smoke and water.

A boiler malfunction caused the fire. There were no injuries.



Substantial damage occurred to the second floor of the shop barge at Louisville Repair Station from a fire that started from a boiler malfunction.

Norman Atkins

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## Women's History Month contest winner

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### "A fine and long tradition of community leadership"

by **Wanda Baldwin**

*PPMD*

It started in a manger on a beautiful starry night. A young woman was on the brink to giving birth to a new world order. Only she could do it. Only she was chosen to do it. Of all the miracles in the world that The One could perform, He chose a woman to fulfill His mission.

And so it began. Women have always been the bulwarks of leadership. In doing so, they established a fine and long tradition of doing what they do best—nurturing and creating strong communities of tradition: communities of family, communities of education and most importantly, communities of spiritual and religious growth—communities of leadership.

Technically and medically, a family doesn't begin until a woman conceives, bears and gives birth to a child. Yes, of all his power, President Clinton owes his very existence to his mother, for even though his father did sire him, his mother was solely responsible for bringing him safely into this world. A woman is the leader in the family. Even though a man wears the pants (supposedly anyway), a woman more than likely buys them. In other words, she is performing leadership duties by making decisions as to what color, type, etc. would make her man stand out and look good. Ten-for-one, Hillary dictates Bill's choice of wardrobe even though he probably wouldn't admit it to his cronies.

A woman establishes the home environment, and how the household runs everyday. And whether she be passive or aggressive, you can be sure that your mother made the decision on whether or not she or your father would dictate mat-

ters. She made the choice for the good of her family.

She had to be strong. A woman maintained the family budget, cooked, cleaned, and shopped after she maintained an 8-hour job away from home, and on top of everything, even when she was sick. She stepped right on in, Rosie the Riveter did, during World War II and worked those factory jobs, performing duties that was considered for men only. She built those planes, weapons and everything that was needed to make our men heroes and keep America



**Wanda Baldwin**

safe for our children. She came home, cooked dinner, bathed Billy and Jane and took care of business while her man was away. Can't you just see Eve and Martha Washington nodding their head in approval? I doubt many men could step in those heels and walk very far.

Women have always led the way in education, for they were our very first teachers. In the home, out of the home, they taught us. They taught us manners; they taught us our ABCs; and, if they were good mothers, they taught us to love ourselves. The majority of our teachers were women. Women were always natural teachers because teachers are nurturers. They nurture our

minds. To be a good leader, you must nurture your followers. You must give them knowledge, stand back, and let them take their first steps into the world and pick them up they fall. Women have always had strong faith and belief in their children. Leaders must do likewise. Even though you may think your employee is the worst thing you ever hired, you boast to the world that he/she's the greatest thing invented since sliced bread. Just like your mother did. You can never do wrong in your mother's eyes and she told everyone just how wonderful you are.

And for everything you ever endeavored for in your life, you didn't achieve it on your own. Your mother prayed for you. She prayed when you were born, and she's praying for you now, whether she's in heaven or still here on earth. You didn't get where you are totally by your own merits. Your mother prayed for your success. She prayed for you to finally grow up and see the light or reality from which she at one time tried to shield and protect you. She prayed when you failed. She prayed for your spiritual growth. All mothers want their children to go to heaven. Even Manson's mother still wants him to go to heaven.

She want you to have a good soul. You remember how she sent you to Sunday School, even when you balked, but she sent you. Your mother knew good leaders, like Jesus, understood the value of humility. He knew that we couldn't make it on our own, and when we did grab hold of that brass ring, to please remember who helped put it in our reach and what turn our lives could have taken.

Women in leadership: we've maintained a fine, longstanding tradition. It's a tradition that will never die for it lives evermore in us.

Norman Atkins

# Air Force Thunderbirds announce 1997 schedule

by **Master Sgt. Stephen Barrett**  
*American Forces Press Service*

As part of the Air Force's 50th anniversary celebration this year, the service's Thunderbirds jet demonstration team will perform at 36 events in 22 states. The team will also perform in the United Kingdom.

More than 280 million people in all 50 states and 55 foreign countries have seen the red, white and blue jets in more than 3,400 aerial demonstrations.

A Thunderbirds air demonstration is a mix of formation flying and solo routines using F-16 Fighting Falcons. The pilots perform about 30 maneuvers in a demonstration and the entire show runs about an hour and 15 minutes.

The Thunderbirds squadron consists of eight pilots (including six demonstration pilots), four sup-

port officers, three civilians and more than 130 enlisted personnel in 25 career fields. Officers serve a two-year assignment with the squadron, while enlisted personnel serve three to four.

Besides being the official U.S. Air Force aerial demonstration team, the Thunderbirds are part of the Air Force combat force. If required, team personnel and aircraft can convert into a fighter unit at Nellis Air Force Base, Nev. Personnel can convert the aircraft to combat status in less than 72 hours.

**Thunderbird  
schedule includes:**

## **April**

**19** Thunder Over Louisville

## **June**

**7** Air Force 50th Anniversary Celebration, Scott AFB, Ill.

**8** Open House, Grissom Air Reserve Base, Ind.

**28** Air Show, Battle Creek, Mich.

## **July**

**19-20** Air Show, Dayton, Ohio

## **August**

**16-17** Rickenbacker Air Show, Columbus, Ohio

**23-24** Air and Water Show, Chicago

## **Sept.**

**20-21** Air Show, Youngstown, Ohio

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### **Due dates for articles**

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